



## **AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program**

Contract No. 278-C-00-02-00210-00

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### **JTB Website Tender & IT Capabilities & Needs Report**

By:  
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Submitted to:  
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Submitted by:  
Chemonics International Inc.

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**JTB WEBSITE TENDER  
&  
IT CAPABILITIES & NEEDS REPORT**

Final Report  
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## Table of Contents

Executive Summary .....	1
JTB Website Tender Evaluation .....	1
Web marketing and IT Specialist Interviews .....	2
JTB IT Capabilities and Needs Assessment .....	3
Introduction .....	4
Scope of work .....	4
JTB Operations Support Systems .....	5
Website Evaluation .....	6
Process .....	6
Results .....	6
Analysis of Bid Failure Root Cause .....	8
Recommendations .....	9
JTB IT Capabilities and Needs Assessment .....	10
Background .....	10
JTB Challenges .....	11
Risks .....	11
IT & Web Capability Development .....	12
IT candidate evaluations and selection .....	12
Web Marketing Program Management evaluations and selection .....	13
Appendix 1 – Website RFP Response to Vendor Questions .....	14
Appendix 2 – Website Evaluation Metrics .....	24
JTB Tender Evaluation Assessment – BATELCO .....	24
JTB Tender Evaluation Assessment – CNS PRIMUS .....	28
JTB Tender Evaluation Assessment – E DIMENSION .....	32
JTB Tender Evaluation Assessment – INTEGRATED BUSINESS SOLN .....	36
JTB Tender Evaluation Assessment – SYNTAX TELATERRA .....	39
JTB Tender Evaluation Assessment – WUNDERMAN .....	42
Appendix 3 – Website Evaluation Team Minutes .....	46
Appendix 4 – IT General Computer Controls Assessment .....	49
Operations Processes .....	49
Security .....	52
Maintenance .....	55

Development .....	57
Appendix 5 – IT Candidate Biodata .....	60
Ahmad Arrabi .....	60
Eyad Awni Ghosheh .....	62
Ghandi Taisir Khreis.....	64
Ghassan Haddadin .....	66
Maher Abu Lail.....	68
Saeed Shammout.....	70
Samir Saadah .....	72
Zaid Dodin .....	74
Eyad abu Awad .....	76
Appendix 6 – Web Marketing Candidate Biodata.....	78
Hakam Ziadeh.....	78
Samia Ayyoub.....	80
Zaid Merai.....	82
Appendix 7 – JTB Website Strategy Recommendations 2003.....	84

## **Executive Summary**

This report covers JTB website tender evaluation, web and IT resources, capabilities and staffing. Because of the disparate nature of the different sections recommendations are made at the end of each section.

### **JTB Website Tender Evaluation**

This report details outcome of The Jordan Tourism Board website tender evaluation which took place in May & June 2004. The tender RFP was prepared based on a trip to Jordan in July 2003 which identified tourism product inventory, web marketing strategy, market segmentation plans and business process improvement requirements. The JTB Website Request for proposal issued in May 2004

The evaluation team members are Ian Beckett (AMIR) and Waleed Muhajer (JTB), Basheer Abu Al-Asal (AMIR), Asmaa Abu Ghazaleh (JTB)

Bids were received from Batelco, CNS Primus, E-Dimension, Integrated Business Solutions, Syntax Telaterra and Wunderman.

## **Process**

- The committee used the evaluation scoring matrix detailed in the RFP to assess the compliance of each bid to the technical requirements detailed in the RFP - the attached matrix is the agreed position of all members of the evaluation team (Appendix 3)
- Prior to scoring the compliance of each bid the strengths and weaknesses of each bid were assessed from marketing, technical, usability, localization and contractual aspects. (Appendix 2)

## **Result**

- None of the bids reached the stated requirements in the RFP of scoring 75 out of 100 points the technical assessment, hence no bidder can be recommended for selection as a supplier for JTB website development.
- The technical assessment scores for each supplier are as follows.
  - Batelco - 68 points
  - CNS Primus - 71 points
  - E-Dimension - 72 points
  - Integrated Business Solutions - 36 points
  - Syntax Telaterra - 40 points
  - Wunderman - 12 points
- The qualitative assessment of each bid based on the following criteria - Innovative, Appropriate, Clarity, Flexible , resulted in the following assessment out of a possible 100 points

## **JTB Website Evaluation & IT Governance**

- Batelco - 56 points
  - CNS Primus - 55 points
  - E-Dimension - 63 points
  - Integrated Business Solutions - 26 points
  - Syntax Telaterra - 34 points
  - Wunderman - 0 points
- The financial offers were reviewed and are included in the contract section of the strengths and weaknesses report - the financial offers were not evaluated collectively by the committee for the following reasons.
  - They were not relevant as the technical criteria were not met by any of the bidders
  - The financial proposals were incomplete as not all stated requirements were proposed by the bidders in most cases.
- The main reasons for non-compliance were
  - Incomplete bids - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Localization requirements not met - CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Usability of reference sites unacceptable - Batelco, CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Hosting requirements not met - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Proposal did not match all stated requirements - CNS Primus, Integrated Business Solutions, SyntaxTelaterra, Wunderman
- A rejection letter was sent to each bidder indicating that no bidders met the requirements of the tender and that the tender will be reissued in due course.

## **Recommendations**

- The tender document should be revised to include a bid template which ensures that all bids will be complete and comprehensive
- The new bid should be launched at a bidders conference - suggest September
- The new bid should be managed by AMIR directly supported by JTB.

## **Web marketing and IT Specialist Interviews**

The business process assessment completed in 2003 indicated the need to develop IT and web marketing competencies in the JTB in order to achieve value from any web site investment.

## JTB Website Evaluation & IT Governance

These positions were advertised in May 2004 along with other JTB staff positions. The results of the candidate selection process are as follows:-

### IT candidate evaluations and selection

- 95 applicants CVs were reviewed, 12 were short listed, 9 were interviewed (Appendix 5).
- Two candidates were identified from the interviews who would be suitable for IT manager (**Maher Abu Lail**) and Webmaster (**Eyad Ghosheh**) along with an A candidate (**Basheer Abu Al Asal**) who IT assistant in AMIR.
- Second interviews are scheduled with these candidates with Bara Zeidan who is IT manager in AMIR,
- Following successful completion of these interviews it is recommend that JTB interview these three candidates.

### Web Marketing Program Management candidate evaluations

- 16 applicants CVs were reviewed, 3 were short listed, 3 were interviewed (Appendix 6)
- Two candidates were identified from the interviews who would be suitable for Web Marketing Program Manager (**Hakam Zaideh - preferred**) and Webmaster (**Samia Ayyoub - option**)
- Preferred option Hakam Zaideh is strong in program management area and would be best in a direct reporting line to Marketing Director.
- It is recommended that JTB interview this candidate.

### JTB IT Capabilities and Needs Assessment

Due to the noted degrading of IT service and limited progress on business process development issues identified by the consultant in 2003 a “PWC style” audit analyzing general computer controls in JTB was completed. (Appendix 4).

This identified serious weaknesses in the following areas:-

- Operations
- Security
- Maintenance
- Product Development

Emergency steps were recommended to avoid serious loss of data which would impact business continuity capacity of the JTB.

AMIR IT staff supported this initiative – to date this remains a high risk and actions recommended should be given the highest priority.



## **Introduction**

This is the final report on the following is the scope of work relating to the JTB website development tender. It follows on from a JTB contract in Q3 2003 to develop a strategy and RFP for JTB and effective JTB website presence.

## **Scope of work**

To support JTB in developing the evaluation criteria for the website development RFP and ensure a smooth and transparent evaluation process, leading to a sound and world class JTB website.

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

- Background Reading Related to Understanding the Work and Its Context. The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:-
  - JTB Website Development RFP
  - JTB Website Development Plan
- Background Interviews Related to Understanding the Work and Its Context. The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under the is consultancy:-
  - Steve Wade - AMIR Program
  - Ibrahim Osta - AMIR Program
  - Lina Omar - AMIR program
  - Abdelmajeed Shamlawi - AMIR. Program
  - Marwan Khoury - Jordan Tourism Board
  - Jamal Al-Jabiri – USAID
- Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:-
  - Develop clear, objective evaluation criteria to be released with the JTB Website development RFP
  - Develop a short list of respondents
  - Travel to Jordan around 1st week of June to support JTB in the evaluation process and ensure transparency
  - Meet with short-listed respondents, as necessary
  - Assist JTB in interviewing and recruiting a web master employee
- The substance of, findings on, and recommendations with respect to the above mentioned tasks shall be delivered by Consultant in a written report in the format

## **JTB Website Evaluation & IT Governance**

described in sections IV., V., and VI. Of Annex A - Standard Short Term Consultancy Agreement Information.

In addition to the above scope of work the following supporting tasks were completed:-

- Responding to all vendor RFP technical questions during the RFP process (Appendix 1)
- Complete a IT capabilities audit in JTB and issue a report indicating operational deficiencies and required organizational resources and processed to remedy same.
- Review JTB organization structure and recommend changes to fit with web operational requirements
- Review IT candidate CVs and complete selection process to recommend hire of resources to meet JTB current and long term operational requirements.

### **JTB Operations Support Systems**

No business website is a stand alone entity. The support services required to create and maintain a professional web site are at a minimum:-

- Content reflecting the business priorities and focus of JTB
- Change management to ensure timely lifecycle management of all web content
- Product management to prioritize product promotions and segment market presence by country.
- Product promotions in other marketing channels (TV, newspapers, magazines, events) are coordinated with web promotions and content.
- Effective localization strategy to ensure all translation is accurate in context and content.
- Website usability provides the user a fast, logical and

Following on from a business process review completed in 2003 it was noted that none of the IT or business process recommendations had been progressed. To address this a more aggressive review of IT governance and general computer controls was prepared to ensure that no web development investment would proceed without the supporting resources and business processes to support successful development, deployment and operations was in place first.

As a reference the presentation made to JTB management in June 2003 detailing the above are in Appendix 7 of this report.

## **Website Evaluation**

This report details outcome of The Jordan Tourism Board website tender evaluation which took place in May & June 2004. The tender RFP was prepared based on a trip to Jordan in July 2003 which identified tourism product inventory, web marketing strategy, market segmentation plans and business process improvement requirements. The JTB Website Request for proposal issued in May 2004

The evaluation team members are Ian Beckett (AMIR) and Waleed Muhajer (JTB), Basheer Abu Al-Asal (AMIR), Asmaa Abu Ghazaleh (JTB)

Bids were received from Batelco, CNS Primus, E-Dimension, Integrated Business Solutions, Syntax Telaterra and Wunderman.

### Process

The committee used the evaluation scoring matrix detailed in the RFP to assess the compliance of each bid to the technical requirements detailed in the RFP - the attached matrix is the agreed position of all members of the evaluation team (Appendix 2)

Prior to scoring the compliance of each bid the strengths and weaknesses of each bid were assessed from marketing, technical, usability, localization and contractual aspects - the details of scoring are as follows.

### Results

<b>Technical Criteria</b>	<b>Max Points</b>	<b>Batelco</b>	<b>CNS Primus</b>	<b>E Dimension</b>	<b>Integrated Business Solutions</b>	<b>Syntax &amp; Telaterra</b>	<b>Wunderman</b>
Experience	16	12	12	12	8	8	6
Qualifications	12	9	9	9	6	6	6
Capacity	4	3	3	3	2	3	0
Adequacy	30	20	18	16	8	10	0
Local Element	8	5	5	7	4	4	0
Scaleability	6	5	5	5	3	3	0
Training	4	3	4	4	0	0	0
Warranty	6	4	5	5	2	2	0
Sustaining	4	2	3	4	1	1	0
References	10	5	7	7	2	3	0
<b>TOTAL POINTS</b>	<b>100</b>	<b>68</b>	<b>71</b>	<b>72</b>	<b>36</b>	<b>40</b>	<b>12</b>

## **JTB Website Evaluation & IT Governance**

<b>Qualitative Criteria</b>	<b>Weighting</b>	<b>Batelco</b>	<b>CNS Primus</b>	<b>E Dimension</b>	<b>Integrated Business Solutions</b>	<b>Syntax &amp; Telaterra</b>	<b>Wunderman</b>
Innovative	15%	0.5	0.5	0.8	0.4	0.5	0
Appropriate	30%	0.6	0.6	0.4	0.2	0.3	0
Clarity	30%	0.6	0.4	0.8	0.3	0.4	0
Flexibility	25%	0.5	0.7	0.6	0.2	0.2	0
<b>TOTAL</b>	<b>100%</b>	<b>56%</b>	<b>55%</b>	<b>63%</b>	<b>26%</b>	<b>34%</b>	<b>0</b>

None of the bids reached the stated requirements in the RFP of scoring 75 out of 100 points the technical assessment, hence no bidder can be recommended for selection as a supplier for JTB website development.

The financial offers were reviewed and are included in the contract section of the strengths and weaknesses report - the financial offers were not evaluated collectively by the committee for the following reasons.

- They were not relevant as the technical criteria were not met by any of the bidders
- The financial proposals were incomplete as not all stated requirements were proposed by the bidders in most cases.

The main reasons for non-compliance were (from Appendix 2 weaknesses)

- Incomplete bids - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
- Localization requirements not met - CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
- Usability of reference sites unacceptable - Batelco, CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
- Hosting requirements not met - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
- Proposal did not match all stated requirements - CNS Primus, Integrated Business Solutions, SyntaxTelaterra, Wunderman

A rejection letter was sent to each bidder indicating that no bidders met the requirements of the tender and that the tender will be reissued in due course.

**Analysis of Bid Failure Root Cause**

The outcome of the evaluation was disappointing but in hindsight not surprising. The following factors impacted vendor bids and should be remedied with the approach proposed in the next section.

- Only two of the vendors responded professionally to the bid (E Dimension and Batelco).
- The required point by point response to what was essentially a design requirement specification was not understood by vendors who chose to respond – this could indicate issues with industry maturity and skill sets.
- Localization partnership details were removed from RFP (process details were in original requirement specification) in order to avoid leading the vendor – this overestimated vendor capacity.
- Some requirements (hosting outside GCC) were ignored by some of the vendors (E Dimension) who clearly did not understand the performance and economics of this requirement.
- The concept of a phased approach, the budget structure of which was presented to the JTB with the design requirements document was not understood by the vendors who saw the bid as a once off contract rather than an ongoing partnership.
- One vendor who attempted to develop a partnership delivered a confused response which was essentially two merged bids which was incomprehensible overall.
- The technical and operational competencies of the JTB were well known in the market, this along with the non binding nature of the tender restricted the bid interest and willingness to invest in responding to the tender.

**Recommendations**

- The tender document should be revised to include a bid template which ensures that all bids will be complete and comprehensive
  - Template will simplify response and encourage increased bid participation by requiring a structured proposal covering
    - Usability
    - Change management
    - Content development
    - Localization – specifically specifying international partnership element
    - Budget by country and content volume
    - Staffing
    - Project management
    - Sustaining services
  - Template response will reduce response costs and encourage participation
- The new bid should be launched at a bidders conference - suggest September
- The new bid should be managed by AMIR directly supported by JTB
  - This will increase participation due to the operational and technical competencies of AMIR.
  - To progress this recommendation a formal request to issue the bid and fund the website development should be made by the JTB
  - AMIR has indicated they will support this request provided that JTB have recruited an effective IT team (IT Manager, Webmaster and Network Specialist) and have established an effective web content development process by recruiting a Web Marketing specialist

## **JTB IT Capabilities and Needs Assessment**

### Background

The IT Governance Institute [www.itgovernance.org](http://www.itgovernance.org) provides a useful baseline for establishing minimum IT standards and an effective staffing and investment model for all businesses. This provides the background and motivation for undertaking a General Computer Controls and IT Capabilities assessment in the JTB.

Critically important to the survival and success of an organization is effective management of information and related Information Technology (IT) infrastructure. In this global information society—where information travels through cyberspace without the constraints of time, distance and speed—this criticality arises from the:-

- Increasing dependence on information and the systems that deliver this information
- Increasing vulnerabilities and a wide spectrum of threats, such as cyber threats and information warfare
- Scale and cost of the current and future investments in information and information systems – specifically the JTB website development and supporting infrastructure.
- Potential for technologies to dramatically change organizations and business practices, create new opportunities and reduce costs

For many organizations, information and the technology that supports it represent the organization's most valuable assets. Moreover, in today's very competitive and rapidly changing business environment, management has heightened expectations regarding IT delivery functions: management requires increased quality, functionality and ease of use; decreased delivery time; and continuously improving service levels— while demanding that this be accomplished at lower costs.

Within enterprise governance, IT governance is becoming more and more prominent, and is defined as a structure of relationships and processes to direct and control the enterprise in order to achieve the enterprise's goals by adding value while balancing risk versus return over IT and its processes. IT governance is integral to the success of enterprise governance by assuring efficient and effective measurable improvements in related enterprise processes. IT governance provides the structure that links IT processes, IT resources and information to enterprise strategies and objectives. Furthermore, IT governance integrates and institutionalizes good (or best) practices of planning and organizing, acquiring and implementing, delivering and supporting, and monitoring IT performance to ensure that the enterprise's information and related technology support its business objectives. IT governance thus enables the enterprise to take full advantage of its information, thereby maximizing benefits, capitalizing on opportunities and gaining competitive advantage.

### JTB Challenges

Due to the noted degrading of IT service and limited progress on business process development issues identified by the consultant in 2003 a “PWC style” audit analyzing general computer controls in JTB was completed. (Appendix 4).

This identified serious weaknesses in the following areas:-

- Operations
  - No data backups taken
  - Network unstructured and unstable
  - Day to day operations constantly interrupted due to system performance
- Security
  - Firewall switched off
  - Viruses present on many computers – corporate virus protection available but not deployed
  - No password policy in place to prevent unauthorized access to data at server or desktop level.
  - Unrestricted access to server room.
- Maintenance & Product Development
  - Web site not maintained or updated for 2 years
  - No project management process
  - Poor vendor management and lack of accountability

Emergency steps were recommended to avoid serious loss of data which would impact business continuity capacity of the JTB.

AMIR IT staff supported this initiative – to date this remains a high risk and actions recommended should be given the highest priority.

### Risks

Failure to address the above issues urgently is a risk to business continuity. It is recommended that AMIR IT staff fulfill a stopgap role prior to completion of the recruitment process.

Any level of investment in web development would be wasted unless webmaster and IT resources are in place and operating effectively.



## **IT & Web Capability Development**

### **IT candidate evaluations and selection**

#### **Process**

- 95 applicants CVs were reviewed, 12 were short listed, 9 were interviewed.

#### **Recommendations**

- IT staffing level recommended, IT manager, network infrastructure specialist and webmaster.
- Two candidates were identified from the interviews who would be suitable for IT manager (**Maher Abu Lail**) and Webmaster (**Eyad Ghosheh**)
  - Maher Abu Lail – works for Fine – mid size company
    - has budget of 10k per month opex , 40k pa capex – similar to JTB
    - good professional communicator
    - appears hands on and proactive – invited back in 1998 to solve company issues when he resigned previously
  - Eyad Ghosheh
    - Background in Worldsites and current contract web development appropriate
    - Compubase shift work pattern justifies his desire to move
    - Good communications
- Second interviews are scheduled with these candidates with Bara Zeidan who is IT manager in AMIR
- Following successful completion of these interviews it is recommend that JTB interview these candidates
- A candidate (**Basheer Abu Al Asal**) who IT assistant in AMIR and is currently supporting the emergency repair of JTB infrastructure has applied for the position of Network & Infrastructure Specialist - because of JTB priorities the formal application and interview process has not been completed but is scheduled for next week - this is a highly recommended candidate whom it is recommend JTB interview after formalities are successfully completed.
- Current salary details are in attached Bio Sheets - at lease matching current benefits is recommended to attract these candidates (Appendix 5)

**Web Marketing Program Management evaluations and selection**

**Process**

- 16 applicants CVs were reviewed, 3 were short listed, 3 were interviewed.

**Recommendations**

- Web program manager to manage all web content schedules and coordinate with marketing promotions and initiatives in all other marketing channels internationally
- Two candidates were identified from the interviews who would be suitable for Web Marketing Program Manager (**Hakam Zaideh - preferred**) and Webmaster (**Samia Ayyoub - option**)
  - Hakam Zaideh
    - Background in product manager in GSM operator qualifies required product roadmap development experience
    - Good communicator – recent MBA
- Preferred option Hakam Zaideh is strong in program management area and would be best in a direct reporting line to Marketing Director - the role being scheduling and program management of all marketing schedules to ensure coordination between web content and all other marketing channel communications.
- The alternate candidate Samia Ayyoub would be effective in the reporting line indicated.
- It is recommended that JTB interview Hakam Zaideh.
- Current salary details are in attached Bio Sheets - at least matching current benefits is recommended to attract these candidates (Appendix 6)

**Appendix 1 – Website RFP Response to Vendor Questions**

Question	Answer
1. What is exactly meant by “localization suppliers”?	Localization suppliers are specialists in language and context specific translation and updating services
2. Is the localization for the information/content or for the menus & user interface?	Primary and secondary languages are detailed in the Operational Effectiveness section of the RFP
3. Is the information on the B2C segment static or dynamic? Who owns it? Who publishes it? Who controls it? In which language(s)?	B2C information is dynamic and controlled and owned by JTB – publishing details are outlined in Content management section of RFP – Languages are detailed in operational Effectiveness
4. Suppose we have a potential traveler to Jordan that speaks ONLY English and lives in France, what content should he or she see? In which language? As a registered user on anonymous user?	The JTB anticipates the supplier (bidder) will propose a solution
5. In the following sentence in the RFP in page (7): “Bidders must show evidence of aligning web products with supplier needs based on marketing strategies and plans.” What is exactly meant by “web products” and “supplier”? Does it refer to an existing marketing plans prepared by JTB?	The web site is a web product which is not a stand alone entity but is linked with other media promotions by JTB  Supplier is bidder and their sub- contractors
6. In the following sentence in the RFP in page (9): “It is recommended that the web site be hosted in the US or Europe initially where fully managed services are available at optimal cost.” What is exactly meant by “fully managed services”?	Web hosting companies offer scaleable and variable levels and types of services The service level agreement in any hosting contract proposed by the supplier is expected to detail same
7. In the RFP, something is mentioned about product & partner Integration, what is the level of integration meant here, is it directly into the code of other systems or just a link only?	The web site should provide a flexible solution to accommodate approved partners (eg airlines) being integrated with the site – the initial level is detailed as being web linkage – other levels of integration may be proposed
8. If there is a linking need to a site outside JTB site, how to keep control of the	This should be proposed by the supplier

## **JTB Website Evaluation & IT Governance**

session and be back to JTB site?	
9. In the RFP something is mentioned about contracting local companies in each country, is it for controlling the web site in general or for controlling also the web content?	Overall content management of the site will be with JTB – any proposed management and control of any local content which may be permitted should be detailed by the supplier
10. In the RFP something is mentioned about hardware investment for hosting services, is it considered here for the web servers hosted at ISP or for the full setup as portal engines, database servers, and content publishing servers?	All hardware supply strategies required for the site must be detailed in the bid
11. In the RFP section “Infrastructure Design & Execution” at page 10 it is mentioned: “Current total tourist traffic (assuming 5%) use internet information source requires minimal capacity.” Can you explain the sentence? What is the 5%? To what does it refer?	Assumption is that 5% current tourists visiting Jordan use the web as a source of information for traveling – investment must be proportional and appropriate to the current and future levels of web use
12. What are the specific definite phases that the project has to go through, it is mentioned that first phase will be about events and informational portal content, is that correct? Please verify.	A logical development progression is assumed based on question 11 as investment in areas of most interest for tourists will be a priority This should be reflected in the bid.
13. In the RFP it is mentioned that preferred hosting will be either in the US or Europe, however, in other areas in the RFP it is mentioned “several hosting locations”...., what are the exact hosting location(s) accompanied with the phases?	The supplier should propose this based on experience
14. In the RFP it is mentioned email notification, is there any current mail system available or is it needed to be provided within the solution? If the answer is ‘yes’ then what is the estimated number of users/clients?	Email notification will be sent to JTB and partner email addresses which will be advised – the current email system will not be used by the web application to send emails
15. In the RFP something is mentioned about call center availability in the future, and integrating the site with a help desk. Can you explain more about this? Should the	The site may drive calls to a call center which may be set up by the JTB – this should be accommodated in the proposal. The supplier should detail a proposed solution

## **JTB Website Evaluation & IT Governance**

help desk be available on the site and accessible for users and suppliers? Is the history and logging information of each case should be available?	
<p>16. In the RFP the following sentence is mentioned at page 14:  “Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users”  Can you explain the above sentence?  Java is very broad...do you refer to a specific technology within Java?  Is JSP allowed?  Is ASP allowed?</p>	<p>The website must provide a productive user experience for users who have low bandwidth connections to the internet  The website must accommodate the maximum number of type and revision of internet browsers  The recommendation of the supplier based on these requirements will be considered</p>
<p>17. In the RFP something is mentioned about registration to top search engines, are they defined? Do you know that there might be an initial cost as well as a running cost for that?</p>	<p>The supplier should detail recommended approach</p>
<p>18. In the RFP something is mentioned about JTB members’ communication, what type of Communication /collaboration needed here? Is it video conferencing, email or chat services or SMS messaging?</p>	<p>A standard bulletin board solution is envisaged – the supplier should propose an appropriate solution to accommodate the needs and capabilities of all JTB members</p>
<p>19. In the RFP something is mentioned about visa process and approval, does this mean that an employee from immigration will access the JTB portal and go through workflow and approval stages?</p>	<p>This is in the security section and is indicated as being informational initially</p>
<p>20. Can a single bidder offer two different technical solutions within one proposal?</p>	<p>Yes</p>
<p>21. If a potential traveler is interested in buying a certain tourism product/service called X that a local Jordanian supplier offer it. How does the transaction proceed? Does the traveler see the product on the B2C site, selects it and then be redirected to the Jordanian supplier site? In this case, what if the Jordanian supplier doesn’t have a web site? What if the Jordanian supplier has a web site but it’s not enabled for payment options? How does JTB be able to</p>	<p>The process which will provide the user with the most effective web experience is to be proposed by the supplier</p>

## **JTB Website Evaluation & IT Governance**

know that the potential traveler has bought the service/product? What if the traveler cancels his or her plan at the last moment?	
22. Can you please provide the URL's of the current 2 websites that you want merged?	<a href="http://www.see-jordan.com">www.see-jordan.com</a> and <a href="http://www.seejordan.org">www.seejordan.org</a>
23. When can we get material that can aid us in the prototype designs? Such as logos, images etc? Or should we improvise?	Content is available on current websites
24. Do we need to do prototypes in English and Arabic or is English what is required only	Prototypes in English with examples of Arabic to demonstrate localization is suggested
25. Should the financial proposal contain a mirrored site?	Supplier should propose based on recommendation and benefits to JTB
26. In the user registration and messaging page 11 in the RFP the point that says option to charge for content will be required does that imply that you need a payment online?	Yes
27. Can you please elaborate more on the registration? Do users register online? Should JTB send them the username and password or is there any other mechanism?	Online registration
28. Please can you tell us what are the areas that require login in the website?	B2B all sections and user registration for queries and receipt of promotional material as detailed
29. Do registered users have privileges for data update?	In B2B some authorized users will have update privileges
30. Can you please elaborate more on the point that says database must be usable by registered suppliers to promote their products in direct marketing channels?	Registered tourists who authorize JTB and their partners to contact them should expect that the JTB and partners may use the database for direct marketing
31. What is the role of suppliers (Do they have to fill some kind of information such as their products)?	These are tourism product suppliers – supplier (bidder) should propose process
32. Is the project will be implemented on a stages timeframe? If yes please provide us	Supplier should detail stages based on knowledge and information provided

## **JTB Website Evaluation & IT Governance**

with the stages and the time frame required for each stage.	
33. Are you going to provide the content of the Web Site in all the required languages?	Yes - localization priorities are detailed in the RFP
34. XXXXXX. is an American Jordanian company and our life cycle of a project involves both offices which results in the highest and most advanced technology, business integration, and quality. Therefore our pricing is marketed towards projects that are large in scale and requires the highest quality. Can the JTB budget for the web site development support a setup and a company like us?	The JTB has issued the RFP in good faith to all prospective suppliers – all suppliers should assume that any proposal will be evaluated according to specified criteria and that the solution which will provide the most effective solution to attracting tourists to Jordan will be chosen.
35. Who is responsible for preparing the media files (images, video clips, promotional materials, ... etc )	JTB and partners
36. Are there specific languages the site should support or it should the addition of other languages (Open & Customizable languages).	Detailed in Principal and Secondary languages section of the RFP
37. Is the page layout going to be fixed, or language/country?	Page layout will be fixed for each language/ country according to Localization best practice norms
38. Which browsers will be supported (IE, Netscape, MAC browsers)?	See question 16
39. Is it going to have search engine, i.e. search for some word or sentence within the site?	Supplier should propose if considered appropriate
40. From our understanding the side will provide direct implementation for services management like hotels reserves ions, airline ticketing, Etc, (i.e. the site will just include promotional materials with links to those services)	This is correct for services who have web sites e.g <a href="http://www.intercontinental.com">www.intercontinental.com</a> where duplication would be impractical and invalid
41. Can we get more clarification on the following sentence found in page 15, what is required from web site implementation point?	If the web site is an effective tool for Jordanian tourism, partnerships between suppliers evolve naturally and can be promoted on the site (special festival promotions for example)

## **JTB Website Evaluation & IT Governance**

“Develop partner ship between airline and Tour operators to develop direct inbound ....”	
42. Will there be any financial incentives provided to encourage the development of this project. ?Example: tax exemptions,	Currently available incentives for Investment in Jordan apply
43. Will the contract be awarded at the end of this phase or will the JTB go to a shortlist? If the latter what is the time frame for the process. Supports this effort?	The terms and conditions and negotiations section specify JTB obligations in this matter
44. What is the lifespan of the contract award?	This is an open ended contract which will develop in phases with investment strategy determined by effectiveness of the site in bringing tourists to Jordan
45. Is there a guarantee that the contract gets awarded? How strict is the award? Could it be compromised?	The terms and conditions and negotiations section specify JTB obligations in this matter The project is a priority for the JTB and the Ministry - the RFP is issued in good faith accordingly
46. Will the JTB consider a cooperative effort with other businesses provided that the aims and goals of the JTB are no	Incomplete – however any solution which achieves the objectives detailed in the RFP will be evaluated according to criteria specified
47. Is there a decree that covers this as an official government sanctioned activity?	This is a government sanctioned activity
48. Will the JTB be able to execute a contract and what are the technical Government RFP requirements for award and handling such a contract? Is this actually an RFI?	This is an RFP with terms and conditions of contract award detailed in the relevant sections
49. Is there any reason for the USA or EU as the basis for the center of the hosting? If not can we recommend somewhere else that is as inexpensive.	Selection based on service provider maturity and user location for optimum user response time – very important in broadband content downloads
50. What are the JTB standards for hosting service? Is there a Quality of Service	The supplier should recommend same based on acceptable user experience and service scalability.



## **JTB Website Evaluation & IT Governance**

metric we can work to?	
51. What are the call center hours of operation?	The call center is a future development under consideration by JTB
52. Is there a reason that the booking engine is determined not to be required?	The JTB is not a travel agent.
53. No technology is specified but are there any preferences?	Supplier should recommend – Open Source will be considered
54. Is it assumed that NO JTB technology people will be involved and that ALL services will be outsourced?	The operating time zones and service quality rationale is outlined in Infrastructure Design & Execution
55. Budget for this project. Will the JTB provide any coverage for the development of the RFP Response?	All RFP costs will be borne by the supplier(bidder)
56. Determination of the period of time the contract would be valid.	The bid validity is 90 days – the contract validity is outlined in question 44
57. Are we required to propose a specific financial model?	The financial proposal should detail all proposed phase costs
58. Once awarded what will be the compensation for cancellation or delay on the part of the JTB.	This will be covered in normal contract T&C during contract negotiation.
59. Reservations systems How Does the JTB envisage these working. It is a manual tool or does the JTB expect an offer engine to be developed for itself and 3rd parties.	This is detailed in the RFP and clarified in Q 40 and 52
60. Does the JTB have a special relationship with Royal Jordanian? Any others? Is there a business requirement to develop relationships with partners as the document	The outline is provided to provide guidance – ownership of business development is with JTB members.

## **JTB Website Evaluation & IT Governance**

states? (Page 10?) This is a biz dev function not a technology or service function for the website. Please explain.	
61. Airline links - is this a passive set of links or will there be a series of active links and placement of product on each parties site?	This is detailed in the RFP and clarified in Q 40 and 52
62. What if the providers don't exist today in an aggregated manner or more likely they are unsophisticated and need to have a tool built? Is this within the remit of the RFP?	This is detailed in the RFP and clarified in Q 40 and 52
63. Clarification -- is a corporate user a Biz user or a Corporation who has travelers OR a Service Provider company? .	B2C will be used by and consumer of tourism products (Corporate & Consumer) B2B is restricted to suppliers of products and indirect consumers of products .
64. What process and services will be government by copyright? What will the JTB do to ensure that any pictures provided (Page 4) are subject to correct laws regarding protection of intellectual property?	The website will be copyright JTB Content selection and approval rights will be JTB responsibility
65. Will the JTB support Syndication and private labeling?	Beyond current scope of project
66. Does the JTB conform to any Personal Data protection rules - if not to something like the EU set of regulations - do they have their own regulations?	Global data protection rules apply as liability exists in country of consumption.
67. What will be the contracting period - the RFP asks for outsourced but does not specify time for the contracts. This will have a significant and material effect on the costs. We would suggest minimum 3 year period.	It is assumed that economically rational contract terms will apply

## **JTB Website Evaluation & IT Governance**

68. Page 11 to 15 Are there any preferences regarding the online payment gateway as to be provided locally or internationally?	The payment gateway must be acceptable to customers in target markets where applicable
69. Would JTB consider registering as a merchant in US for online payment?	Yes
70. Page 19 Credit card approval; further explain the liability	Example if a user purchases a night on <a href="http://www.intercontinental.com">www.intercontinental.com</a> JTB have no liability
71. Through the website you use the term supplier, who does this term "Supplier" refers to? For example, under localization page 9 <i>"it is anticipated that the supplier will contract professional international localization companies"</i> we assumed that the supplier is a party responsible for a specific section on the JTB website.	Supplier in this instance refers to the bidder and their subcontractors who will be responsible for developing & implementing the web site and supply of ongoing services
72. Assuming that the supplier is a party responsible for a specific section on the JTB website, what privileges will the supplier have over the JTB website and under what sections?	The supplier is a contractor to JTB and has no rights or privileges over the JTB website
73. Under linkage to government, Jordanian Diaspora section, <i>"breaking news service headlines which will be visible on the home page"</i> do you want to drive this news from your own news database (which need to be build) or from other sites (take into consideration legal issues to do so)?	JTB welcome proposals for an elegant solution
74. Under service quality and issue resolution, do you have any further information regarding this issue?	Service quality and issue resolution is a maintenance and sustaining issue – supplier must provide maintenance proposal in the bid
75. With regards to the subject above, the RFP documents do not indicate the need for a Bid bond/ financial deposit, as requirement for submitting proposals.	This is correct
76. Regarding the channel segmentation section of the marketing part we would like a clarification on what is exactly required.	The supplier must show through experience how they propose to organize and report different sections according to web penetration in any market

## **JTB Website Evaluation & IT Governance**

	– to ensure the JTB can measure “the conversion rate of investment into a travel decision”
77. As for the promotion and site positioning, are we to carry it out from A to Z or is their advertising agency responsible for the execution	The supplier must propose the best method of the website being configured for search engine selection – marketing promotion is the responsibility of the JTB
78. Does event promotion include the design of promotional events or participating in already existing ones?	Design of web content based on promotional materials provided which must be timely and informative – e.g. content management could have content validity notification
79. Is the development company responsible for gathering content information from any party (regarding tourist attractions, events, accommodation, etc.) or will all content be provided by JTB?	Content will be provided by JTB – other appropriate content would be anticipated to be sourced and recommended by the developer
80. Is the development company responsible for establishing partnerships with suppliers (tour operators, airlines, hotels, etc.) and managing such partnerships?	No – the development company must establish all partnerships with web services suppliers – localization, content management etc etc
81. Will JTB provide the development company with links to supplier websites or is that the responsibility of the bidder?	Content supplier information – all hotels etc are in the public domain and it is expected that the developer use their resources to plan same – most are in the RFP
82. Who will be the responsible party for the development of the content for the Media Center?	Content will be provided by JTB, content management and processes are the developers responsibility.
83. Should the development of a call centre and online helpdesk be part of the proposal for this project?	Question 15

## Appendix 2 – Website Evaluation Metrics

### JTB Tender Evaluation Assessment – BATELCO

Who	Role	Evaluation Criteria	Strengths	Weaknesses
IB WM	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>	<p>Good list of contracts in tourism specifically <a href="http://www.pttco.jo">www.pttco.jo</a> however link in rfp does not work and <a href="http://www.petratours.com/home.php">www.petratours.com/home.php</a></p> <p>Is actual site – style starts well but scroll down pages indicates poor navigation and usability in places</p> <p>Map navigation and “Why Jordan” seems effective and rational – need to evaluate graphic design proposal which was not offered</p> <p>Directories need careful review to establish if other Batelco developments have good usability</p> <p>News and events feature <a href="http://www.princehamzah.jo">www.princehamzah.jo</a> is useful however navigation could be improved</p> <p>Proposal more professional than CNS – simpler to read</p>	<p>Style of proposal is loose and does not address rfp requirements point by point</p> <p>One reference site indicated is the current JTB site</p> <p>Proposed stickiness feature seems muddled and not in line with website requirements – ie it will not promote loyalty as this is an information site not an news site</p> <p>Royal flight reference site comes up with under construction <a href="http://www.aseza.com">www.aseza.com</a> reference link on aqaba is a poor site with incorrect links and confusing navigation – content is unprofessional – the hotel names in Aqaba are not provided - the links do not enable the customer to progress to action</p> <p>travel choice - if this is an example of work that Batelco do it is simply unacceptable to JTB</p> <p><a href="http://www.petratours.com">www.petratours.com</a> front page has no special offers – could be a content management issue</p> <p>All of above indicate a quality of delivery consistent with the JTB experience of Batelco as a supplier</p>
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its supportability by the JTB and</p>	<p>My SQL open source database engine is compliant with the bid as is Linux OS proposed</p> <p>Content management engine seems</p>	<p>100 day project plan outlined seems valid – however current relationship with Batelco indicates strong project and contract</p>

## JTB Website Evaluation & IT Governance

		<p>services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>	<p>effective and acceptable – importance of available content is critical – it should be noted that current JTB site does not use content management tool</p> <p>Content management solution offered seems effective – need to evaluate usability by 3<sup>rd</sup> party</p> <p>localization – operation is outlined as a moderated site hence effective change management is possible</p> <p>Bid does respond to each requirement section of RFP and is compliant with requirement outlined</p> <p>B2B section outline indicates comprehension of objectives – community nature of the requirement will require more detailed review and planning so area must be evaluated fully</p> <p>Load balancing proposal seems incomplete but pricing indicates a valid solution is offered– option for Jordan / US hosting is compliant</p>	<p>management required from JTB side to ensure development, review, content delivery &amp; localization and acceptance criteria are established up front.</p> <p>Load balancing proposal seems incomplete but pricing indicates a valid solution is offered– option for Jordan / US hosting is compliant</p>
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p> <p>How is the quality and accuracy of web sites which are not in English or Arabic verified and approved</p>	<p>Content management system specifically indicates ability to implement Arabic and Latin languages</p>	
IB WM	Usability	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <ol style="list-style-type: none"> <li>1. Intuitive user interface, with a simple yet attractive graphical</li> </ol>	<p>Smart IP proposed which will cause the site to pop up in the local language depending on where the user accesses the site – this needs to have manual override option for</p>	<p>Sample site for Petra tours usability poor to average (see JTB marketing comment above)</p> <p><b>Usability of reference sites poor and unacceptable to JTB</b></p>

## JTB Website Evaluation & IT Governance

		<p>template</p> <ol style="list-style-type: none"> <li>2. Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users</li> <li>3. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</li> <li>4. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</li> <li>5. Secure online booking/purchasing, where appropriate</li> <li>6. Effective content management to ensure site content is updated, accurate and relevant to the target audience</li> <li>7. Localisation into appropriate languages for the target audience</li> <li>8. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</li> <li>9. Point of contact to easily allow user to request more information or report problem with the site</li> <li>10. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</li> </ol>	international travelers	
IB	Change Management	<p>To review the content management solution proposed and verify operation and change management of multiple language solutions</p> <p>Verify open solution or Oracle based solution and editor used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing</p>	<p>CMS moderation and approval seems effective for change management – need to establish how this operates in practice with 3<sup>rd</sup> party localization</p> <p>CMS - from diagram on page 13 it appears that go live schedule is manually controlled so automatic effectively is not a feature however a feature called Content Organizer is</p>	

## JTB Website Evaluation & IT Governance

		campaign cycle times Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)	offered but not detailed which appears to fulfill requirements	
IB WM	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p> <p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>	<p>Localization costs of \$22 per page for Arabic and \$42 per page for other languages seems valid – evaluation of localization source is essential</p> <p>500 pages Arabic \$11k / \$21k Latin</p> <p>Price of \$76834 (JD 54400) is within scope all localization is additional to above price</p> <p>Offer to research and draft English content as option shows understanding of environment and is incremental \$11400 (JD 8000)</p> <p>Assuming 500 pages and English, Arabic, French &amp; German cost estimated as \$141k</p>	<p>Ownership of the company is not 51% Jordanian and hence excludes Batelco from the contract – this should be verified</p> <p>Current relationship with Batelco poor – historically they have failed to deliver on written promises so JTB do not believe the delivery commitments made in the proposal</p> <p>Batelco should have a very clear understanding what JTB want being a current supplier but there is no evidence of this in the proposal – they have not gone the extra mile</p>



**JTB Tender Evaluation Assessment – CNS PRIMUS**

<b>Who</b>	<b>Role</b>	<b>Evaluation Criteria</b>	<b>Strengths</b>	<b>Weaknesses</b>
IB WM	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>	<p>Sample homepage layout provided looks good from aesthetic and usability perspective</p> <p>CNS involvement in Jordan e-government portal – check status</p>	<p>Looking at travel.world.net (TWN) it seems that it is a baseline GDS offering customers full booking services this is not compliant with the rfp for a thin client solution</p> <p>Proposal for TWN requires room rates and other data to be maintained by suppliers – check if this is an option – it is not as required in the RFP but would be OK for product suppliers who do not have a web presence</p> <p>Usage examples show product being used as a DMS or Tour company product rather than a Travel portal</p> <p>Unbound proposal and unlabelled CD gives poor image of company</p> <p>Very difficult to read and appears to offer what vendor wishes to supply rather than what the RFP requests</p> <p>“CNS offered the world not what JTB want”</p> <p>Two proposals in one (TWN &amp; CNS) is confusing</p> <p>unacceptable and unfocused</p> <p>TWN looks like a package which is far too complicated for JTB purposes and goes beyond stated RFP requirement for thin client portal</p> <p>Visit Wales site <a href="http://www.visitwales.com">www.visitwales.com</a> does not make you want to go to Wales</p> <p>Could not understand logic and</p>

## JTB Website Evaluation & IT Governance

				direction of proposal – seems to be fitting detailed JTB requirements into a ready made package rather than a customized package
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its supportability by the JTB and services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>	<p>Two options proposed</p> <p>1 . <a href="http://www.world.net">www.world.net</a> partnership for product and portal engine – used by tourist boards in UK and Hawaii</p> <p>2 . Content management system developed by CNS – previous experience of this indicates a concern over usability</p>	<p>Res Plus and TWN offers indicate some confusion over role of JTB as a thin client portal provider – this to be investigated further</p> <p>Option 2 - proposes MS Content Management Server – this is not in line with open Source objectives of the RFP</p>
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p> <p>How is the quality and accuracy of web sites which are not in English or Arabic verified and approved</p>		<p>Arabic only offered – as CPM and PMS uses Latin text at the moment we need to evaluate if it is appropriate for Arabic</p> <p>Baseline content localization in <a href="http://www.visitwales.com">www.visitwales.com</a> is effective and minimizes localization requirements (product data is not localized for example – this would not be acceptable in Arabic</p> <p>Japanese localization on <a href="http://www.visitflanders.com">www.visitflanders.com</a> looks poor with RHS page layout shifting to LHS when linking to fully localized site – process and competence for Arabic needs evaluation</p>

## JTB Website Evaluation & IT Governance

<p>IB WM</p>	<p>Usability</p>	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <ol style="list-style-type: none"> <li>11. Intuitive user interface, with a simple yet attractive graphical template</li> <li>12. Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users</li> <li>13. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</li> <li>14. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</li> <li>15. Secure online booking/purchasing, where appropriate</li> <li>16. Effective content management to ensure site content is updated, accurate and relevant to the target audience</li> <li>17. Localisation into appropriate languages for the target audience</li> <li>18. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</li> <li>19. Point of contact to easily allow user to request more information or report problem with the site</li> <li>20. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</li> </ol>	<p>Evidence of good usability on the sites reviewed using TNS – some of the sites developed by CNS have quirky graphic design and overuse of flash (<a href="http://www.discovery1.com">www.discovery1.com</a>) however in general the layout and usability of the CNS sites are in the top tier of sites developed by bidders</p>	<p>TWN sites <a href="http://www.visitwales.com">www.visitwales.com</a> do not impress and templates for <a href="http://www.visitflanders.com">www.visitflanders.com</a> identical showing lack of graphic design flexibility</p>
<p>IB</p>	<p>Change Management</p>	<p>To review the content management solution proposed and verify operation and change management of multiple language solutions Verify open solution or Oracle based solution and editor</p>	<p>Multiple instances of products by channel are possible – this is a very powerful tool but requires excellent channel segmentation</p>	

## JTB Website Evaluation & IT Governance

		<p>used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing campaign cycle times</p> <p>Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)</p>	and roadmap management	
<p><b>IB</b></p> <p><b>WM</b></p>	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p> <p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>		<p>Cost high for both options offered considering that localization is only offered in Arabic</p> <p>Via Worldnet \$309k (JD219390)</p> <p>Via CNS \$190k (JD133625)</p> <p>Dedicated hosting costs seem high at \$14k (JD10000)</p> <p>Concern that relationship between CNS and TWN is unclear especially if TWN lead project – who is the contract with CNS or TWN</p> <p>Concern that the relationship is not explained in terms of customer benefit</p>

**JTB Tender Evaluation Assessment – E DIMENSION**

Who	Role	Evaluation Criteria	Strengths	Weaknesses
IB WM	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>	<p>CMS proposed and concept of B2B &amp; B2C detailed well</p> <p>E dimension is Jordan Telecom subsidiary</p> <p>Edimension owns only Jordan Payment gateway which offers online payment</p> <p>Sample designs provided in printed and electronic format need marketing comment – choose your language and country flag selection is unacceptable and needs explanation</p> <p>Clear proposal and easy to understand and read what is being proposed – professionally presented with joint branding (JTB &amp; eDimension) on CD which demonstrates focus and effort to address JTB needs</p> <p>Good point by point response to RFP indicates clearly what is and is not being supplied as part of the bid</p> <p>Demonstrated effort and intent by preparing JTB website templates which look good and present a professional image of Jordan to users</p> <p>Media center covered better than any other proposal</p> <p>Value added options (web cams etc) show evidence of “going the extra mile”</p>	<p>Role of eDimension in setting up partnerships does not seem to be understood – this is a JTB role with E Dimension as implementers – see response 57-60</p> <p>Reference site using Backengine is Royal Jordanian Airlines <a href="http://www.rja.com.jo">www.rja.com.jo</a> is unacceptable as screen sizing varies between pages – home page is too small – graphics seem OK</p>
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its</p>	<p>“Backengine” Content Management System proposed – appears compliant</p> <p>need demo</p> <p>Rational Unified Process software</p>	<p>MS SQL 2000 proposed does not comply with preferred resilience solution in RFP</p> <p>Payment gateway security not specified</p>

## JTB Website Evaluation & IT Governance

		<p>supportability by the JTB and services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>	<p>design proposed however this seems somewhat top heavy and would need to be shown to be effective in other projects</p> <p>B2B &amp; B2C site feature requirements response good quality and comprehensive with segmentation between development requirements and off the shelf content management – response is compliant with requirements and indicates understanding of the tender</p>	<p>Hashem 1 local hosting proposed with mirroring in US – this is non compliant - (hosting cost is 4x what it should be unless capital cost included- which is ambiguous)</p>
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p> <p>How is the quality and accuracy of web sites which are not in English or Arabic verified and approved</p>	<p>Localization of primary and secondary languages indicated as supported by Backengine product – question what is W3c?</p>	<p>Content for each language indicated as being required to be provided to eDimension – this is contrary to localization concept and needs discussion</p> <p>Localization of content offered as a separate proposal and not included – hence proposal is incomplete – although understanding of requirement is a positive</p> <p>Need to confirm that Backengine can accommodate Latin AND Arabic languages</p>
IB	Usability	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <ol style="list-style-type: none"> <li>Intuitive user interface, with a simple yet attractive graphical template</li> <li>Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not</li> </ol>	<p>Understanding of requirement indicated however Edim offer a “tool to allow the webmaster to control the number of clicks” on page 22 – this is curious and needs investigation – it may impact proposal credibility</p>	

## JTB Website Evaluation & IT Governance

		<p>accessible to a majority of users</p> <p>23. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</p> <p>24. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</p> <p>25. Secure online booking/purchasing, where appropriate</p> <p>26. Effective content management to ensure site content is updated, accurate and relevant to the target audience</p> <p>27. Localisation into appropriate languages for the target audience</p> <p>28. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</p> <p>29. Point of contact to easily allow user to request more information or report problem with the site</p> <p>30. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</p>		
IB	Change Management	<p>To review the content management solution proposed and verify operation and change management of multiple language solutions</p> <p>Verify open solution or Oracle based solution and editor used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change</p>	<p>Content management section sounds comprehensive – usability and structure of Backengine must be evaluated to establish if it is a effective tool</p> <p>Event effectively dates can be set to post and remove information which is useful</p>	

## JTB Website Evaluation & IT Governance

		implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing campaign cycle times Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)		
IB WM	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p> <p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>	<p>Deliverables and Assumptions section clear and concise – importance and accountability of JTB being able to deliver ALL content is stressed (reasonable but not currently practical)</p> <p>Cost excl tax is USD 105,162 (JD 74665) this does not include any localization which should be considered at rate of \$50 per page</p> <p><b>JTB would be more comfortable with working with e Dimension as they are part of a large Jordanian company and the ability of JTB to influence and negotiate favorable terms and conditions would be better than other suppliers – benefit risk mitigation</b></p>	<p>Deliverables with hosting in Jordan datacenter is non compliant but can be considered – expense is not acceptable but may include hardware CAPEX so year 2 &amp; 3 needs to be determined</p> <p>Ball park estimate of cost including localization would be \$165k however stated contractual obligation of JTB to supply all content indicates supplier rather than partner approach – JTB MUST get content development and program management process established prior to any contract</p>



## JTB Website Evaluation & IT Governance

### JTB Tender Evaluation Assessment – INTEGRATED BUSINESS SOLN

Who	Role	Evaluation Criteria	Strengths	Weaknesses
IB	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>	Sample homepage layout provided looks good from aesthetic and usability perspective	<p>Nebo tours <a href="http://www.nebo.com.jo">www.nebo.com.jo</a> reference site is poor UTA site <a href="http://www.uta.com.jo">www.uta.com.jo</a> (no longer trading?)</p> <p>Is good hence suspect that content and architecture came from owner rather than IBS?</p>
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its supportability by the JTB and services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>	Development process (phase gate) is acceptable	<p>Proposal is unbound does not address the substantive issues raised in the RFP – the project features is a retyping of the requirements with no details of how the bidder proposes to deliver same</p> <p>The localization section is inadequate and unacceptable</p> <p>Proposed environment is MS SQL and is not compliant with open source recommendation</p>
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p>		Not specified and Not Compliant

## **JTB Website Evaluation & IT Governance**

		How is the quality and accuracy of web sites which are not in English or Arabic verified and approved		
IB	Usability	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <ol style="list-style-type: none"> <li>31. Intuitive user interface, with a simple yet attractive graphical template</li> <li>32. Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users</li> <li>33. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</li> <li>34. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</li> <li>35. Secure online booking/purchasing, where appropriate</li> <li>36. Effective content management to ensure site content is updated, accurate and relevant to the target audience</li> <li>37. Localisation into appropriate languages for the target audience</li> <li>38. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</li> <li>39. Point of contact to easily allow user to request more information or report problem with the site</li> <li>40. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</li> </ol>		Nebo tours very poor and UTA OK – however no reference or proposal to same in the bid document – not compliant
IB	Change Management	To review the content management solution proposed and verify operation and change management of multiple language solutions		No details and not compliant – no evidence of content management system being offered

## JTB Website Evaluation & IT Governance

		<p>Verify open solution or Oracle based solution and editor used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing campaign cycle times</p> <p>Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)</p>		
IB	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p> <p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>		<p>Quote is for Time and Material only and is not compliant</p> <p>Prices for Hosting are high and news, weather and currency conversion are very high (\$6600 per day) and probably per month rather than per day</p>

## JTB Website Evaluation & IT Governance

### JTB Tender Evaluation Assessment – SYNTAX TELATERRA

Who	Role	Evaluation Criteria	Strengths	Weaknesses
IB	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>	Experience in tourism development with Cyprus Tourism Organisation / US Aid etc	<p>Proposal is not a response to RFP but a proposal for a study to evaluate our requirements – this sounds reasonable until you visit <a href="http://www.visitcyprus.org.cy">www.visitcyprus.org.cy</a> which is very poor from graphic design and usability perspective</p> <p>Style of .ppt presentation is casual and unprofessional</p>
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its supportability by the JTB and services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>		Not specified and not compliant
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p>		Not specified and Not Compliant

## JTB Website Evaluation & IT Governance

		How is the quality and accuracy of web sites which are not in English or Arabic verified and approved		
IB	Usability	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <ol style="list-style-type: none"> <li>41. Intuitive user interface, with a simple yet attractive graphical template</li> <li>42. Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users</li> <li>43. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</li> <li>44. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</li> <li>45. Secure online booking/purchasing, where appropriate</li> <li>46. Effective content management to ensure site content is updated, accurate and relevant to the target audience</li> <li>47. Localisation into appropriate languages for the target audience</li> <li>48. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</li> <li>49. Point of contact to easily allow user to request more information or report problem with the site</li> <li>50. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</li> </ol>		Sample site for Cyprus is unacceptable and not in line with desired image of Jordan which JTB should promote
IB	Change Management	To review the content management solution proposed and verify operation and change management of multiple language solutions		No details and not compliant

## **JTB Website Evaluation & IT Governance**

		<p>Verify open solution or Oracle based solution and editor used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing campaign cycle times</p> <p>Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)</p>		
IB	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p> <p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>		<p>Proposal for \$21126 (JD 15000) is for research &amp; Discovery and Definition phases only and is a repeat of the current work which produced the RFP</p>

**JTB Tender Evaluation Assessment – WUNDERMAN**

<b>Who</b>	<b>Role</b>	<b>Evaluation Criteria</b>	<b>Strengths</b>	<b>Weaknesses</b>
IB	Marketing	<p>To review proposal and any page design templates to establish if the vendor can deliver a website product which has the form and feel which will meet the Marketing Vision, Values &amp; Mission of the JTB</p> <p>If a template or proposed design has not been provided to evaluate work delivered to other customers and establish if the style, substance and quality of same meets the JTB marketing objectives</p> <p>To evaluate the price / value offering of the bidders and relate same to JTB business plan and forecast conversion rate of users of the web site into travelers to Jordan</p>		<p>No content management or localization process proposed</p> <p>Requirements for banner management engine not requested</p> <p>This response does not match stated requirements and appears as a generic proposal which could be offered to any RFP</p>
IB BAA	Technical	<p>To evaluate the proposed technical solution in terms of appropriateness to the environment and scalability needs of the JTB – specifically the database proposed (Oracle, MSSQL or MySQL) its supportability by the JTB and services available to manage same in Jordan.</p> <p>To evaluate the hosting solution proposed in terms of resilience, redundancy, flexibility, appropriateness to served market, cost (initial, ongoing and for expansion) and termination.</p> <p>To establish if the service level agreements offered by hosting supplier, web designers and localization companies meet the quality, speed and cost criteria demanded by the JTB</p> <p>To identify any gaps in the skill set of the JTB and service providers which may impact technical operations and quality of service experienced by web site users</p> <p>To review the proposed project plan and identify appropriateness and validity for development and delivery of the proposed web site development</p>		<p>Proposal is for MS SQL based site with no technical credibility whatsoever</p> <p>No evidence of design competence in the proposal and some items such as hosting (clearly stated requirements in RFP) are not detailed</p> <p>Site map which is detailed in RFP is not specified</p> <p>B2C and B2B concept is not addressed</p>
IB	Localization	<p>To evaluate the quality, cost and effectiveness of the proposed localization service proposed by the bidder</p> <p>To review design of existing multilingual sites developed by the bidders from a quality and</p>		Localization is not addressed

## JTB Website Evaluation & IT Governance

		<p>operations perspective</p> <p>To review updating and logistics of multilingual solution from a content management and timeliness of update perspective – ie how do they propose to launch all languages simultaneously</p> <p>How is the quality and accuracy of web sites which are not in English or Arabic verified and approved</p>		
IB	Usability	<p>Qualify usability of proposed web site from proposed designs or other websites developed by the bidder based on the following criteria</p> <p>51. Intuitive user interface, with a simple yet attractive graphical template</p> <p>52. Restrained use of technologies such as Java, Flash, VB and other code that causes errors or are not accessible to a majority of users</p> <p>53. Minimum number of clicks to find information you're looking for – maximum of 4 whenever possible</p> <p>54. Fast loading, reliable hosting, with measures to minimise downtime effectively implemented.</p> <p>55. Secure online booking/purchasing, where appropriate</p> <p>56. Effective content management to ensure site content is updated, accurate and relevant to the target audience</p> <p>57. Localisation into appropriate languages for the target audience</p> <p>58. Interactive features to attract users back to the site, such as web cams, virtual tours, competitions, free newsletters, etc.</p>		No sample sites are offered as examples and the issue is not addressed in the proposal



## JTB Website Evaluation & IT Governance

		<p>59. Point of contact to easily allow user to request more information or report problem with the site</p> <p>60. Easy to remember domain name, and top-ranking listings in search engines to allow users find the site easily</p>		
IB	Change Management	<p>To review the content management solution proposed and verify operation and change management of multiple language solutions</p> <p>Verify open solution or Oracle based solution and editor used to ensure compatibility with web scripting and site design (ie consistency of text posted to website with existing text)</p> <p>Review process and speed of change implementation to verify request, implementation and approval cycle is consistent with JTB needs and product marketing campaign cycle times</p> <p>Verify resilience and security from hacking of proposed solution –(a MS solution will score lower points if proposed)</p>		Content management concept is not understood and hence change management proposal is not credible
	Contractual	<p>To ensure that the supplier is legally entitled to bid for the contract within the terms of the bid (Jordanian Majority ownership, adequate funding resources, litigation pending, judgments outstanding, bankruptcy etc etc)</p> <p>To evaluate other websites developed by the developer and to ensure ethical standards and content of same will have no negative impact on the development of the site for JTB by that company (for example if the developer has previously developed websites for adult service providers, radical political organizations or extreme religious groups)</p>		<p>Did not meet RFP guidelines for separate financial proposal</p> <p>Proposed costing JD 19200 not credible as the proposal does not reflect the tender requirements in any way</p>

**JTB Website Evaluation & IT Governance**

		<p>To evaluate the price value offering for initial and expanded web site to ensure that changes and deliverables are fully priced and that there are no hidden costs which will arise in the course of implementation due to the normal requirement changes anticipated to be made by the JTB</p> <p>Establish and quantify any third party license requirements not detailed by the bidder (MS, Oracle etc etc)</p>		
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### **Appendix 3 – Website Evaluation Team Minutes**

#### **Minutes of JTB website tender evaluation committee meeting held Tuesday 29<sup>th</sup> June 2004 in JTB**

Present - Ian Beckett (AMIR) and Waleed Muhajer (JTB), Basheer Abu Al-Asal (AMIR), Asmaa Abu Ghazaleh (JTB)

#### **NOTES**

The JTB website tender evaluation committee has completed the evaluation of the six bids received in response to the JTB Website Request for proposal issued in May 2004.

The evaluation team members are Ian Beckett (AMIR) and Waleed Muhajer (JTB), Basheer Abu Al-Asal (AMIR), Asmaa Abu Ghazaleh (JTB)

Bids were received from Batelco, CNS Primus, E-Dimension, Integrated Business Solutions, Syntax Telaterra and Wunderman.

#### **PROCESS**

- The committee used the evaluation scoring matrix detailed in the RFP to assess the compliance of each bid to the technical requirements detailed in the RFP - the attached matrix is the agreed position of all members of the evaluation team
- Prior to scoring the compliance of each bid the strengths and weaknesses of each bid were assessed from marketing, technical, usability, localization and contractual aspects - the details of this are attached.

#### **RESULT**

- None of the bids reached the stated requirements in the RFP of scoring 75 out of 100 points the the technical assessment, hence no bidder can be recommended for selection as a supplier for JTB website development.
- The technical assessment scores for each supplier are as follows.
  - Batelco - 68 points
  - CNS Primus - 71 points
  - E-Dimension - 72 points
  - Integrated Business Solutions - 36 points
  - Syntax Telaterra - 40 points
  - Wunderman - 12 points
- The qualitative assessment of each bid based on the following criteria - Innovative, Appropriate, Clarity, Flexible , resulted in the following assessment out of a possible 100 points
  - Batelco - 56 points
  - CNS Primus - 55 points
  - E-Dimension - 63 points

## **JTB Website Evaluation & IT Governance**

- Integrated Business Solutions - 26 points
  - Syntax Telaterra - 34 points
  - Wunderman - 0 points
- The financial offers were reviewed and are included in the contract section of the strengths and weaknesses report - the financial offers were not evaluated collectively by the committee for the following reasons.
  - They were not relevant as the technical criteria were not met by any of the bidders
  - The financial proposals were incomplete as not all stated requirements were proposed by the bidders in most cases.
- The main reasons for non-compliance were
  - Incomplete bids - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Localization requirements not met - CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Usability of reference sites unacceptable - Batelco, CNS Primus, E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Hosting requirements not met - E Dimension, Integrated Business Solutions, SyntaxTelaterra, Wunderman
  - Proposal did not match all stated requirements - CNS Primus, Integrated Business Solutions, SyntaxTelaterra, Wunderman

### **NEXT STEPS**

- A rejection letter will be sent to each bidder indicating that no bidders met the requirements of the tender and that the tender will be reissued in due course - copy attached - additional feedback notes have been prepared indicating to each bidder the reasons for rejection should they request same.
- The tender document should be revised to include a bid template which ensures that all bids will be complete and comprehensive
- The new bid should be launched at a bidders conference - suggest September
- The new bid should be managed by AMIR directly supported by JTB
  - To progress this a formal request to issue the bid and fund the website development should be made by the JTB
  - AMIR has indicated they will support this request provided that JTB have recruited an effective IT team (IT Manager, Webmaster and Network Specialist) and have established an effective web content development process by recruiting a Web Marketing specialist.

### **SIGNED**

Ian Beckett (AMIR)

## **JTB Website Evaluation & IT Governance**

Waleed Muhajer (JTB)

Basheer Abu Al-Asal (AMIR)

Asmaa Abu Ghazaleh (JTB)

**Appendix 4 – IT General Computer Controls Assessment**

Operations Processes

<b>AMIR - IT Audit</b> General Computer Controls Area: Operations performed by I Beckett 21-Jun-04				
Sub-Process	Controls Expected	Control Captured by JTB	Comments	Follow Up Tasks Completion Date
<i>Policies and Procedures</i>	Policies and procedures well defined and documented	None	Business process breakdown all activities ad hoc	
<i>Roles and Responsibilities</i>	Roles and responsibilities clearly defined	NO		
	Appropriate expertise for job functions	NO		
<i>Scheduling and Batch Processing</i>	Appropriate scheduling and authorization of job processing	NO	ad hoc	

## JTB Website Evaluation & IT Governance

<b>Backup Management</b>	Formal backup policy	NO	dubious with current skill set	
	Procedures for backup, storage and retention of data	TBD	cannot find backup but recovery of failed HDD on server in evidence - Mirroring protected data due to HDD failure in April 2004	
	Documented procedures to ensure recovery of data	NO	dubious with current skill set	
	Controls for changes to backup procedures and policies	NO	dubious with current skill set	
	Monitoring of backup procedures	NO	dubious with current skill set	
<b>Network Management</b>	Network design considers redundancy, availability, performance and security	NO		
	Network documentation exists and is updated regularly	NO		
	Process for network changes	NO		
	Problem resolution processes for network issues	NO		
	Monitoring of network performance	Yes - when network floods with virus generated traffic	URGENT FIX	
<b>Capacity Planning and Performance Management</b>	Monitoring of system capacity and performance and network loads	NO		
	Performance reporting to management	NO		
<b>Recovery Procedures from Operational Failure</b>	Systems appropriately protected from risk of accidental damage	NO		
	Equipment appropriately maintained	NO		
	Procedures to resolve operational failure	NO	URGENT FIX	
<b>sa ste r Re co ve</b>	Controls to recover to an off-site location	NO		

**JTB Website Evaluation & IT Governance**

	Appropriate personnel trained and aware of recovery responsibilities	NO	Waleed appears to be the backup	
	Critical systems identified and prioritized	NO	ad hoc	
<i>Help Desk Procedures</i>	Controls to log and respond to system calls and problems	NO		
	Help desk procedures documented	NO		
	Controls to update help desk procedures as needed	NO		
<i>Service Level Agreements</i>	Controls in place to monitor noncompliance with SLAs	NO	example Batelco website and network performance	
	Controlled process for changes to SLAs	None		



Security

<p>AMIR - IT Audit</p> <p>General Computer Controls</p> <p>Area: Security</p> <p>performed by I Beckett</p> <p>21-Jun-04</p>				
				Follow Up Tasks Completion Date
Sub-Process	Controls Expected	Control Captured by JTB	Comments	
Security Organization and Management	Business unit management involved from a data ownership perspective	None	Complaints when things go wrong but no process for resolution	
	Roles and responsibilities clearly defined	None	T verbally recognised as responsible when things go wrong - not documented	
Security Policies and Procedures	Complete set of policies and procedures including: -High-level security strategy and objectives -Security policies designed to achieve strategy and objectives -Procedures designed to support compliance with policies -Technical security configurations by platform	None	Corporate virus application not deployed - pix firewall is switched off -	
	Procedures for policy updates	None	ad-hoc	
	Security education and training	None		
Security Administration	Formal security administration function for access approval	informal ad hoc	to be developed	

## JTB Website Evaluation & IT Governance

	Business unit management approval	probably		
	Periodic review of user access	check		
	Terminated users removed in a timely manner	unknown	to de verified	
<i>Data Security</i>	Direct data access control and authorization	TBD		
	Periodic review of data access	None		
	Monitoring and audit trail controls	None		
<i>Operating System Security</i>	Formal administration process for configuration settings	None		
	Periodic review of configuration settings	None		
	Formal process for access granting and removal	None		
	Monitoring controls and audit trail review	None		
	Anti-virus software	Not deployed - local personal copies	URGENT FIX Evidence of extensive virus infection breaching desktop and presumably server security	
<i>Internal Network Security</i>	Controls for changes to internal network design	None		
	Monitoring of security events	None		
	Security of network hardware	None	Urgent resolution required	
<i>Customer/ Technical Network Security</i>	Controls for changes to internal network design	None		
	Monitoring of security events	None		
	Security of network hardware	None		
<i>Perimeter Network Security</i>	Approval for each external network connection	Yes assumed	Vendor contract control - authorisation	

## JTB Website Evaluation & IT Governance

	Protection from external connections (i.e. firewalls)	Yes but not switched on / connected	URGENT FIX	
	Controls around changes to external facing hardware (i.e. firewall)	NO		
	Monitoring of security events (i.e. IDS)			
<i>Physical Security</i>		Out of hours access prevented - walk in access to anyone in Server room	Security threat	
	Building access restricted			
	Data center access restricted	NO		
	Storage tape access restricted	NO	NO evidence of any backups - critical business risk	
	Data center environmental controls in place	NO		

Maintenance

<b>AMIR - IT Audit</b> General Computer Controls Area: Change Maintenance performed by I Beckett 21-Jun-04				
Sub-Process	Controls Expected	Control Captured by JTB	Comments	Follow Up Tasks Completion Date
<i>Management of Maintenance Activities</i>				
	Formal process established	NO		
	Status reporting to management	NO		
	Management review of operational quality	NO		
	Patch management control	NO		
	Procedures to ensure approved changes are implemented timely	NO		
<i>Specification, Approval and Tracking of Change Requests</i>	Roles and responsibilities clearly defined	NO		
	All changes captured in a central repository	NO		
	Developer and user communication regarding changes	NO		
	Changes logged and tracked	NO		
<i>Construction</i>	Change requests approved and prioritized	NO		
	Coding standards used	N/A		
	Source code version control	N/A		

## JTB Website Evaluation & IT Governance

	Interfaces considered and coded accordingly	N/A		
	Standard configuration	N/A		
<i>Testing and Quality Assurance</i>	Separate Environments maintained	N/A		
	User functionality testing	N/A		
	Code protection during testing	N/A		
	User management approval	N/A		
	Emergency change process	NO		
<i>Authorization of Transfers to the Live Environment</i>	Correct version of code	NO		
	Backout scenarios and escalation checklists	NO		
	Required documentation completed and approved	NO		
	No developer access to production	N/A		
<i>Documentation and Training</i>	User and technical documentation updated and made available	NO		
	Users and operators training	TDB		

Development

<p><b>AMIR - IT Audit</b></p> <p>General Computer Controls</p> <p>Area: Development and Implementation</p> <p>performed by I Beckett</p> <p>21-Jun-04</p>				
PwC Sub-Process	Controls Expected	Control Captured by JTB	Comments	Follow Up Tasks Completion Date
<i>Management of D&amp;I activities</i>	Formal Systems Development Life Cycle (SDLC)?	NO	Needed for web s' development	
	Detailed project plan with: -clearly defined goals/tasks -timelines and milestones -sponsor approval for each milestone -project roles, responsibilities and resources	Contract web development	No internal skill set	
	Management review of reports including: -Assessments from quality assurance reviews -Actual completion of tasks against plan -Actual delivery date against milestones and deadlines -Actual project costs against budgets	NO	No reports to review	
	Control of sub-contractors, if any	Limited	General admim poor	
<i>Project Initiation</i>	Feasibility analysis	NO	Project management concept not understood	

## JTB Website Evaluation & IT Governance

	Clear business objectives and defined scope	NO	Project management concept not understood	
	Cost benefit analysis	NO	Project management concept not understood	
	Clear sponsor at the senior management level	NO	Project management concept not understood	
	Appropriate business and technical expertise	NO	Project management concept not understood	
<i>Analysis and Design</i>	Business specifications defined	NO	Project management concept not understood	
	Technical specifications defined	NO	Project management concept not understood	
	Interfaces included in specifications	NO	Project management concept not understood	
	Application controls build in to the design	NO	Project management concept not understood	
	Changes to the design approved and controlled	NO	Project management concept not understood	
<i>Construction or Package Selection</i>	Standard coding methodologies	N/A		
	Customization / Package vendor control	N/A		
<i>Testing and Quality Assurance</i>	Separate Environments maintained	Contractor		
	User functionality testing	Contractor		
	Code protection during testing	Contractor		
	User management approval	TBD		
<i>Data Conversion</i>	Data field mapping accuracy	N/A		

## JTB Website Evaluation & IT Governance

	Interfaces coded to accept new data model	N/A		
<i>Go-live Decision</i>	Formal Go-Live authorization	TBD		
	Go-live checklist	TBD		
	Backout scenarios and escalation checklists	TBD		
	Post-implementation review	TBD		
<i>Documentation and Training</i>	User and technical documentation updated and made available	TBD		
	Users and operators training	TBD		



**Appendix 5 – IT Candidate Biodata**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
<b>1. Name (Last, First, Middle)</b> <div style="text-align: right; margin-right: 50px;"><u>Ahmad Arrabi</u></div>				<b>Contractor's JTB</b>		
<b>2. Employee's Address (include ZIP code)</b> PO Box 79 Amman 11831				<b>4. Contract Number</b>		<b>5. Position Under Contract</b>  IT Specialist
				<b>6. Proposed Salary</b>		<b>7. Duration of Assignment</b> Permanent
<b>8. Telephone Number (include area code)</b> +962 -79- 5155998		<b>9. Place of Birth</b>		<b>10. Citizenship (If non-U.S. citizen, give visa status)</b> Jordanian		
<b>1. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Princess Sumaya University	BSc	Computer Science	1997	Arabic	Fluent	Fluent
				English	Fluent	Fluent
<b>14. EMPLOYMENT HISTORY</b>						
1. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
2. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Senior Developer / Technical Team lead	Allied Soft Amman		Aug 2002	Present		
Shadow Team lead	CEB - Amman		May 2002	Aug 2002		
Senior Engineer / Consultant	RS2 Software Group		June 2001	August 2002		
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		

**JTB Website Evaluation & IT Governance**

<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>					
Signature of Employee				Date	
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.					
Signature of Contractor's Representative				Date	

**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Eyad Awni Ghosheh</u></div>				<b>Contractor's JTB</b>		
3. Employee's Address (include ZIP code) PO Box 962186 Amman 11196 Jordan				8. Contract Number		9. Position Under Contract  IT Specialist
				10. Proposed Salary		11. Duration of Assignment Permanent
8. Telephone Number (include area code) +962 77 316203		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status) Jordanian		
2. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Al Ahliyya Amman University	BSc	Computer Information Systems	2000	Arabic	Fluent	Fluent
				English	Fluent	Fluent
14. EMPLOYMENT HISTORY						
3. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
4. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Operations Manager	Compubase, Amman		September 2002	Present		
Senior Web Developer	Worldsites – softnet, Amman		Feb 2001	September 2002		
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		

**JTB Website Evaluation & IT Governance**

<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>					
Signature of Employee				Date	
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Signature of Contractor's Representative				Date	

**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;">Ghandi Taisir Khreis</div>				<b>Contractor's JTB</b>		
4. Employee's Address (include ZIP code) PO Box 941524, Amman 11194, Jordan				12. Contract Number		13. Position Under Contract  IT Specialist
				14. Proposed Salary		15. Duration of Assignment Permanent
8. Telephone Number (include area code) +962 79 5606065		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status) Jordanian		
3. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
NYIT University	MBA	MIS / IT		Arabic	Fluent	Fluent
Yarmouk Univirsity - IRBID	BSC	Computer Science		English	Fluent	Fluent
14. EMPLOYMENT HISTORY						
5. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
6. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
IT Consultant & Trainer	PHCI USAid		Sep 2002	June 2004		
Consultant	Freelance		May 02	Sep 03		
Trainer MSCE	Compubase		Aug 99	Mar 02		
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
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Signature of Contractor's Representative	Date

**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Ghassan Haddadin</u></div>				<b>Contractor's JTB</b>		
<b>5. Employee's Address (include ZIP code)</b>				<b>16. Contract Number</b>		<b>17. Position Under Contract</b>  IT Specialist
				<b>18. Proposed Salary</b>		<b>19. Duration of Assignment</b> Permanent
<b>8. Telephone Number (include area code)</b> +962 77 801925		<b>9. Place of Birth</b>		<b>10. Citizenship (If non-U.S. citizen, give visa status)</b> Jordanian		
<b>4. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Odessa Polytechnic Institute – Russian Federation	MSc	Computer systems / Network Engineering		Arabic	Fluent	Fluent
HP training Lyon	CNE?	Network engineer		English	Fluent	Fluent
				Russian	Fluent	Fluent
<b>14. EMPLOYMENT HISTORY</b>						
<p>7. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>8. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</p>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Technical IS Manager	Mobilcom – GSM operator		June 2000	present		
Technical Consultant	Scientific & Medical Supplies – HP, Cisco, Dell supplier		June 1993	May 2000		
Support Engineer	Applied Technical Systems		September 1991	May 1993		
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
<b>16. CERTIFICATION:</b> To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date



**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Maher Abu Lail</u></div>				<b>Contractor's JTB</b>		
<b>6. Employee's Address (include ZIP code)</b> PO Box 15218, Marka al Shamaleyya, Amman, 11134				<b>20. Contract Number</b>		<b>21. Position Under Contract</b>  IT Specialist
				<b>22. Proposed Salary</b>		<b>23. Duration of Assignment</b> Permanent
<b>8. Telephone Number</b> (include area code) +962 79 5224227		<b>9. Place of Birth</b>		<b>10. Citizenship</b> (If non-U.S. citizen, give visa status) Jordanian		
<b>5. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Amman University	BSC	Computer Information Systems	1992	Arabic	Fluent	Fluent
				English	Fluent	Fluent
<b>14. EMPLOYMENT HISTORY</b>						
<p>9. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>10. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</p>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
IT Manager	Fine Hygienic Paper Co, Amman		Nov 98	Present		
DBA / Consultant	GTZ, MWI, Amman		May 98	Nov 98		
Systems analyst	Fine Hygenic Paper Co, Amman		Jan 97	Apr 98		
<b>15. SPECIFIC CONSULTANT SERVICES</b> (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
<b>16. CERTIFICATION:</b> To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date

**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Saeed Shammout</u></div>				<b>Contractor's JTB</b>		
7. Employee's Address (include ZIP code)				24. Contract Number		25. Position Under Contract <div style="text-align: center;">IT Specialist</div>
				26. Proposed Salary		27. Duration of Assignment <div style="text-align: center;">Permanent</div>
8. Telephone Number (include area code) +962 77 77 245267		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status) <div style="text-align: center;">Jordanian</div>		
6. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Princess Sumyya University	BSC	Computer Science	1995	Arabic	Fluent	Fluent
				English	Fluent	Fluent
14. EMPLOYMENT HISTORY						
11. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
12. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
IT Project Manager	Shaheen Business Investment Group, Amman		Jan 04	Present		
Project manager / sys analyst	Dubai Municipality, Dubai		Dec 98	Dec 03		
Senior Programmer / Technical Lead	Dubai Transport Company		May 96	Nov 98		
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date

**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Samir Saadah</u></div>				<b>Contractor's JTB</b>		
8. Employee's Address (include ZIP code)				28. Contract Number		29. Position Under Contract <div style="text-align: center;">IT Specialist</div>
				30. Proposed Salary		31. Duration of Assignment <div style="text-align: center;">Permanent</div>
8. Telephone Number (include area code) +962 79 5322248		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status) <div style="text-align: center;">Jordanian</div>		
7. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Ajamn University College of Science & Technology	BSc	Computer Science	1993	Arabic	Fluent	Fluent
				English	Fluent	Fluent
14. EMPLOYMENT HISTORY						
13. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
14. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Technical Support manager	Progress Soft, Amman		May 2003	Present		
IT Manager	Aptec Arabian applied Technology , Riyadh		July 2001	Dec 2003		
IT Service Supervisor	Modern Electronics (HP Division)		Han 1996	June 2001		
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
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Signature of Contractor's Representative	Date

## JTB Website Evaluation & IT Governance

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Zaid Dodin</u></div>				<b>Contractor's JTB</b>		
<b>9. Employee's Address (include ZIP code)</b>				<b>32. Contract Number</b>		<b>33. Position Under Contract</b>  IT Specialist
				<b>34. Proposed Salary</b>		<b>35. Duration of Assignment</b> Permanent
<b>8. Telephone Number (include area code)</b> +962 77 490069		<b>9. Place of Birth</b>		<b>10. Citizenship (If non-U.S. citizen, give visa status)</b> Jordanian		
<b>8. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
American University Cairo	BSc	Maths & Physics	1973	Arabic	Fluent	Fluent
The Pennsylvania State University (typo!!) USA	MSC	Computer science	1976	English	Fluent	Fluent
<b>14. EMPLOYMENT HISTORY</b>						
<p><b>15. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</b></p> <p><b>16. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</b></p>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Freelance consultant	Various		April 2002	Present		
IT Expert	National Aid fund		October 1999	April 2002		
IT Consultant	Central Bank of Jordan		Feb 1982	October 1999		
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		
<b>16. CERTIFICATION:</b> To the best of my knowledge, the above facts as stated are true and correct.						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date



**JTB Website Evaluation & IT Governance**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
<b>10. Name (Last, First, Middle)</b> <div style="text-align: right; margin-right: 50px;"><u>Eyad abu Awad</u></div>				<b>Contractor's JTB</b>		
<b>11. Employee's Address (include ZIP code)</b> <b>PO Box 569, Amman 11953, Jordan</b>				<b>36. Contract Number</b>		<b>37. Position Under Contract</b>  IT Specialist
				<b>38. Proposed Salary</b>		<b>39. Duration of Assignment</b> Permanent
<b>8. Telephone Number (include area code)</b> +962 79 5715679		<b>9. Place of Birth</b>		<b>10. Citizenship (If non-U.S. citizen, give visa status)</b> Jordanian		
<b>9. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION (include all college or university degrees)</b>				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
Northwestern University - Cyprus	BSC	Computer Science	Nov 03	Arabic	Fluent	Fluent
The Arab College - Amman	Assoc	Comp Prog / System Analysis		English	Fluent	Fluent
				Italian	Good	
<b>14. EMPLOYMENT HISTORY</b>						
<b>17. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</b>						
<b>18. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</b>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Dates of Employment (mm/dd/yyyy)		Annual Salary		
		From	To	JD		
IT Management Consultant	Various	Oct 2003		Present		
Computer systems Engineer	Telpress Srl, Rieti, Italy	Apr 96 Jan 01		Dec 99 Mar 03		
International sales manager	Savola Group, Jedda, Saudi Arabia	Mar 00		Dec 00		
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #	Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars	
		From	To			
<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>						

**JTB Website Evaluation & IT Governance**

Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date

**Appendix 6 – Web Marketing Candidate Biodata**

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Hakam Ziadeh</u></div>				<b>Contractor's JTB</b>		
<b>Employee's Address (include ZIP code)</b>				<b>Contract Number</b>		<b>Position Under Contract</b> Web Marketing Specialist
				<b>Proposed Salary</b>		<b>Duration of Assignment</b> Permanent
<b>8. Telephone Number</b> (include area code) +962 77 701 622		<b>9. Place of Birth</b>		<b>10. Citizenship</b> (If non-U.S. citizen, give visa status) Jordanian		
<b>Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
<b>NEW YORK INSTITUTE OF TECHNOLOGY UNIVERSITY</b>	<b>MBa</b>	Marketinf	2003	Arabic	Fluent	Fluent
<b>UNIVERSITY OF MISSOURI-COLUMBIA, MISSOURI - USA</b>	BS C	<b>Electrical &amp; Computer Engineering</b>	1993	English	Fluent	Fluent
<b>14. EMPLOYMENT HISTORY</b>						
<p>Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</p>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
<i>Messaging &amp; Content Business Developer - Marketing Dept</i>	<b>Mobilecom GSM Operador</b>		May 2002	August 2003-September ?		
<i>E-commerce Department Manager</i>	<b>eSayyarat.com (TISGroup Co.)</b>		May 2000	April 2002		
<i>Oracle-Financial (ERP) Project Coordinator (proiect-</i>	<b>Pepsi Cola Jordan</b>		April 1999	March 2000		
<b>15. SPECIFIC CONSULTANT SERVICES</b> (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		

**JTB Website Evaluation & IT Governance**

<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>					
Signature of Employee				Date	
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.					
Signature of Contractor's Representative				Date	

## JTB Website Evaluation & IT Governance

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle)  <div style="text-align: center;"><u>Samia Ayyoub</u></div>			<b>Contractor's JTB</b>			
<b>Employee's Address (include ZIP code)</b> PO Box 4033, Amman 11131			<b>Contract Number</b>		<b>Position Under Contract</b>  Web marketing Specialist	
			<b>Proposed Salary</b>		<b>Duration of Assignment</b> Permanent	
<b>8. Telephone Number (include area code)</b> +962 79 6955713		<b>9. Place of Birth</b>		<b>10. Citizenship (If non-U.S. citizen, give visa status)</b> Jordanian		
<b>Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment</b>						
<b>12. EDUCATION</b> (include all college or university degrees)				<b>13. LANGUAGE PROFICIENCY</b>		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
University of Jordan	BA	French Literature		Arabic	Fluent	Fluent
				English	Fluent	Fluent
				French	excellent	
<b>14. EMPLOYMENT HISTORY</b>						
<p>Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.</p> <p>Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.</p>						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Marketing Analyst	Grand Hyatt Amman		June 2002	Present		
Marketing Coordinator	Grand Hyatt Amman		September 2001	May 2002		
Project Coordinator	The Jemstone Network		August 2001	September 2001		
<b>15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)</b>						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		

**JTB Website Evaluation & IT Governance**

<b>16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.</b>	
Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date

## JTB Website Evaluation & IT Governance

OMB Control No. 0412-0520; Expiration Date: 08/31/2000

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET						
Name (Last, First, Middle) <div style="text-align: right;"><u>Zaid Merai</u></div>				<b>Contractor's JTB</b>		
14. Employee's Address (include ZIP code) Zarqa, New Zarqa , Abo Hanefa St. PO Box 1079 Amman by Mr. Mansour Krishan.				48. Contract Number		49. Position Under Contract  Web Marketing Specialist
				50. Proposed Salary		51. Duration of Assignment Permanent
8. Telephone Number (include area code) +962 -79- 5 232153		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status) Jordanian		
12. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment						
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY		
NAME AND LOCATION OF INSTITUTION	MAJOR	DEGREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
University of Jordan	BSc	Computer Science	2000	Arabic	Fluent	Fluent
Arab Academy for Banking and Financial Sciences, Amman	Diplo ma	Computer Information	2004	English	Average	Unknown
14. EMPLOYMENT HISTORY						
23. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.						
24. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.						
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Annual Salary	
			From	To	JD	
Net Developer for the E-Government Project. & Oracle porogrammer	INCOME TAX DEPARTMENT <i>United Nation Development Programming Team</i>		2001	Present		
Assessment Division Operation Head	UNION BANK FOR SAVING AND INVESTMENT		2000	2001		
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)						
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #		Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
			From	To		

**JTB Website Evaluation & IT Governance**

<b>16. CERTIFICATION:</b> To the best of my knowledge, the above facts as stated are true and correct.	
Signature of Employee	Date
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract. The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.	
Signature of Contractor's Representative	Date



## **Appendix 7 – JTB Website Strategy Recommendations 2003**

### Initial Findings – JTB site status

- Rating Categories
  - Promotion of Tourist Products
  - Assistance to Tour Operators
  - Private Sector Connectivity
  - Complementary Services
  - Other Comments
- Strengths
  - History, Discover Jordan & Natures wonders – US site brochure distribution...
- Weaknesses
  - B2B and B2C segmentation, tourist call to action, photo gallery...

### Initial Findings – product supplier status

- HOTELS
  - Less than 1% online bookings currently and all from Europe / US (Intercontinental, Four Seasons, Marriott)
  - Sheraton good online business from travel agents in GCC
  - Positive response to proposed improved call to action from JTB site and linkage plan to hotel reservation systems
- AIRLINE
  - RJ – plans to implement online reservation within 6-12 months but cost is barrier
  - Lack of Jordanian E-Commerce laws a problem
  - Royal Vacations launch will place them as a transport and tour provider
- TOUR OPERATORS
  - All agree benefits of B2B segmentation
  - All wish to continue to offer services directly to FIT
  - All agree benefits of mediated offering detailing specialisation but none agree how it should be done
- JHA and RSCN
  - JHA concerned about % of 350 hotels in Jordan that do not have online booking
  - JHA have problems using Batelco content management for their web site

## **JTB Website Evaluation & IT Governance**

- RSCN good product plans for web site re-launch (in 2 months) with recommendation for IBS & Syntax as suppliers
- Linkage opportunities good with RSCN products

### Initial Findings – web development capacity

- Batelco
  - Strengths - staff and project management
  - Weakness - business analysis, consultancy, localisation and local hosting
  - Good when customer web management capacity is well developed – e.g. Petra tours
- Primus / CNS
  - Strengths – proactive business analysis, consultancy, documentation and international hosting services
  - Weaknesses – depth of resources, localisation and content management
  - Good when customer web management capacity is underdeveloped – e.g. JTB
- JTB
  - Program management process and resources which plans and manages web updates is not in place
  - US updates are made on a site which requires unnecessary effort to maintain and while effective from a business process view would be better served with single site with local content management capabilities

### Recommendations – web development capacity

- JTB
  - Program management process needs to be developed to ensure product and event updates, and structural changes are specified, implemented and managed effectively.
  - A product roadmap including web changes needs to be developed
  - Web design capacity needs to be developed to prevent the “Batelco situation” regarding look and feel and usability of intranet and web home page

### Recommendations – Quick Wins

- Clean up current .com site to remove outdated information and site counter
- Transfer Hosting of site to US or European location to improve performance in served markets

## **JTB Website Evaluation & IT Governance**

- Restructure section for hotels, tour operators with URLs where available
- Add International Tour Operator and Travel Agent list specialising in Jordan grouped by market.
- Contract JTB webmaster to drive change and manage & develop internal processes and resources

### Recommendations -Next Steps

- WEBSITE ORGANISATION
  - Centralise JTB web site to single site for all markets to ensure consistency and economy of development.
  - Segment site for business to business (B2B) and business to consumer (B2C) users which minimises user ambiguity and increases the probability they will conclude a tourism product transaction.
- WEBSITE DESIGN
  - Identify preferred content management tools enabling updates to be implemented in local markets.
  - Review capacity of local offices to localise content and select localisation vendor if necessary
  - Prepare budgetary estimate for development and site localisation.
  - Specify user interface, content management and business process requirements in RFP by end July
- WEBSITE MANAGEMENT
  - Develop program management processes with JTB
  - Specify and implement effective change management process in JTB which ensures the desired information appears on the web on schedule and is removed when redundant
- WEBSITE PRESENTATION
  - Prepare business case overview justifying proposed investment and detailing organisation and inventory management processes which will ensure maximum impact at minimum cost

### New Product Introduction & Program Management

- Purpose – To select and promote products on behalf of JTB suppliers based on business case to enable most effective use of available resources
- Process – Communicate status of new, current and end of life products / services to ensure everyone is focused on same targets

## **JTB Website Evaluation & IT Governance**

- Practice – Clarify functional deliverables so that all participants roles are established and individual roles, responsibilities and accountabilities are understood by all
- Prioritize – Senior Management meeting to select products based on alignment with JTB marketing strategy and maximizing return on marketing investment – i.e. max tourists / value in Jordan

### Process Communicates

- Project progress
- Issue ownership
- Target dates
- Document location
- Life cycle status

### Tools

- Gantt Chart detailing annual activities by week – excel bar chart works best
- Associated chart of toll gates by function detailing action ownership and deadlines